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**DETERMINANTS OF JOB SATISFACTION AMONG
GENERATION Y EMPLOYEES IN BANKING SECTOR**



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**MASTER OF SCIENCE (MANAGEMENT)
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**DETERMINANTS OF JOB SATISFACTION AMONG
GENERATION Y EMPLOYEES IN BANKING SECTOR**



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Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business
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ABSTRACT

The main objective of the bank is to promote monetary and financial stability for the reasonable development of the Malaysian economy. Towards this end, the bank assumes a vital job in the improvement of a dynamic and comprehensive money related area which involves safeguarding the center establishments of monetary dependability consistently, guaranteeing powerful and effective budgetary intermediation, and contributing towards financial development and advancement. This research examines the factor that affect the job satisfaction of Gen Y in banking sector and the relationship established between job satisfaction and the motivation factors such as supervisor, salary, reward and work flexibility. Statistics was collected from 320 respondents which are selected randomly by using simple random sampling technique from the various department of commercial bank in Klang Valley. The data then was analysed using SPSS Version 22.0. The factors that affect job satisfaction among the employee will increase the turnover rate.

Keywords: Supervisor, Salary, Reward, Work Flexibility and Job Satisfaction



ABSTRAK

Objektif utama bank adalah untuk mempromosi monetari dan meningkatkan kestabilan kewangan untuk pembangunan ekonomi Malaysia. Bagi mencapai tujuan ini, bank memikul tugas penting dalam penambahbaikan bidang yang berkaitan dengan wang yang dinamik dan komprehensif yang merangkumi melindungi pertubuhan pusat kebolehpercayaan kewangan secara konsisten, menjamin perantaraan belanjawan yang berkesan dan menyumbang ke arah pengembangan dan kemajuan kewangan. Penyelidikan ini mengkaji faktor yang mempengaruhi kepuasan kerja Gen Y di sektor perbankan dan hubungan yang terjalin antara kepuasan kerja dan faktor motivasi seperti penyelia, gaji, ganjaran dan fleksibiliti kerja. Statistik dikumpulkan daripada 320 responden yang dipilih secara rawak dengan menggunakan teknik persampelan rawak mudah dari pelbagai jabatan bank perdagangan di Lembah Klang. Data kemudian dianalisis menggunakan SPSS Versi 22.0. Faktor-faktor yang mempengaruhi kepuasan kerja dalam kalangan pekerja akan meningkatkan kadar putaran kerja.

Katakunci: Penyelia, Gaji, Ganjaran, Fleksibiliti Kerja dan Kepuasan Kerja



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CHAPTER ONE

INTRODUCTION

1.1 Background of Study

The banking sector is one of the significant sectors that add to the monetary quality of the nation. According to Mansor and Idris (2014), employees that fall in the age gathering of 26-40 who indicates to age Y are prevalently working in banking areas. Generation Y engaged 51% of the banking employee populace banking sector. Furthermore, an era before, 31% of the Malaysian population was under fifteen years of age and this group of individuals is currently entering the workforce to completely substitute retired baby boomers by the year 2020. Gen Y possess a completely different working style compare to other generational employees. This distinctive difference found to be cultivated due to different upbringings, social and economic environments. Productive banking employees are made by few factors which motivate them to work hard and subsequently gives them a feeling of satisfaction. The most crucial factors that motivate banking employees towards their job are supervisor, salary, reward, appraisal performance by employer and work flexibility (Bashu,2017).

Upon the fulfillment of these factors, employees get satisfaction from their job which directly enhances their productivity. This study will investigate the motivation factors of Gen Y in Malaysian Banking sector. This issue probably is a common topic, but it takes the negative impacts in every employee's life such as work are supervisor, salary, reward, work flexibility, and appraisal performance by employer. It also explains the problem statement, numbers of research questions and research objectives, the

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THE DETERMINANTS OF JOB SATISFACTION AMONG GENERATION Y EMPLOYEES IN BANKING SECTOR

This questionnaire is designed to identify the motivation factor among the Generation Y

Employees in Malaysia banking sector. Kindly answer all questions to the best of your ability. All responses will be remaining anonymous; the data collected will be kept confidential and used for academy purposes only. Your contribution in this study will be greatly appreciated. Thank you for your assistance and cooperation in this study.

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Matrix Number
820273

There is 6 parts in this questionnaire. Part A is on demographic profiling. Part B, C, D, and E, investigates on Supervisor, Salary, work Flexibility, and reward. Part F is to find out the level of Job Satisfaction. **It is important that you answer every question.**

SECTION A: Respondent's Profile

This section aims to collect data on employee's demographic profile. Please tick (\) the appropriate box for each question.

1. Gender

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female

2. Race

<input type="checkbox"/>	Malay
<input type="checkbox"/>	Indian
<input type="checkbox"/>	Chinese
<input type="checkbox"/>	Other

3. Age

<input type="checkbox"/>	20-30 years old
<input type="checkbox"/>	31-40 years old
<input type="checkbox"/>	41-50 years old
<input type="checkbox"/>	50 And above

4. Marital Status

	Single
	Married
	Divorced

5. Number of years in organization

	1-3 Years
	4-6 Years
	7-9 Years
	More than 9 Years

6. Salary Range

	RM2000 – RM3,999
	RM4,000 -RM5,999
	RM6,000 – RM7,999
	RM8,000 – RM9,999
	More than RM10,000

7. Your Highest Academic Qualification

	SPM
	STPM
	Diploma
	Degree
	Master /PhD

8. Your Highest Position

	Executive
	Senior Executive
	Manager



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Part B: For statement B1 to B10, evaluate by using the scale as stated below:

Strongly Disagree (SD)	Disagree (D)	Neither agree nor Disagree (N)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

NO	Supervisor	SD	D	N	A	SA
B1	My supervisor is fair in work allocation.	1	2	3	4	5
B2	My supervisor acknowledges good work done by me.	1	2	3	4	5
B3	I receive coaching and training from my immediate supervisor.	1	2	3	4	5
B4	My supervisor is usually available.	1	2	3	4	5
B5	There is lack of trustworthiness among my supervisor	1	2	3	4	5
B6	My supervisor gives me valuable feedback about my performance.	1	2	3	4	5
B7	My supervisor involves me in the decision-making process when required.	1	2	3	4	5
B8	Work assignments by my supervisor are not fully explained.	1	2	3	4	5
B9	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5
B10	My supervisor treats me differently at work than other employees due to racial background.	1	2	3	4	5

Part C: For statement C1 to C10, evaluate by using the scale as stated below:

Strongly Disagree (SD)	Disagree (D)	Neither agree nor Disagree (N)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

NO	Salary	SD	D	N	A	SA
C1	The salary given by my bank is sufficient to fulfil my needs	1	2	3	4	5
C2	The system for allocation of salary package for different levels of job is not transparent in my bank	1	2	3	4	5
C3	I am satisfied with the terms of payment for additional hours working (over time) or outstation.	1	2	3	4	5
C4	I am fairly paid for what I have contributed to this organization.	1	2	3	4	5
C5	The salary given by my bank is sufficient to fulfil my needs	1	2	3	4	5
C6	Company provides satisfactory Salary according to the Work.	1	2	3	4	5
C7	My salary accordance with my knowledge and experience?	1	2	3	4	5
C8	My salary is accordance with my working hours?	1	2	3	4	5
C9	How much are you satisfied with the bonus and salary increment based on your IPP?	1	2	3	4	5
C10	The salary management provide is help to survive in this current economy?	1	2	3	4	5

Part D: For statement D1 to D10, evaluate by using the scale as stated below:

Strongly Disagree (SD)	Disagree (D)	Neither agree nor Disagree (N)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

NO	Reward	SD	D	N	A	SA
D1	I'm treat fairly by my management.	1	2	3	4	5
D2	Lunch with boss and team members in the company's cafeteria or in a hotel as a reward.	1	2	3	4	5
D3	I receive extra free skills training for my productivity as a reward to improve my knowledge	1	2	3	4	5
D4	I get verbal praise by manager or boss in front of my colleagues as reward.	1	2	3	4	5
D5	The benefits we receive are competitive as other in the same industry.	1	2	3	4	5
D6	Promotion opportunity provided in the job are appreciable and fair.	1	2	3	4	5
D7	I receive the right amount of recognition for my work.	1	2	3	4	5
D8	I get fair reward management from superior.	1	2	3	4	5
D9	I get extra reward for special task achievement.	1	2	3	4	5
D10	I feel the reward given management is fair.	1	2	3	4	5

Part E: For statement E1 to E10, evaluate by using the scale as stated below:

Strongly Disagree (SD)	Disagree (D)	Neither agree nor Disagree (N)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

NO	Work Flexibility	SD	D	N	A	SA
E1	I do not mind work from an off-site location (such as home) for part (or all) of the regular work week, possibly linked by telephone and computer.	1	2	3	4	5
E2	I prefer to choose own start and end work time schedules.	1	2	3	4	5
E3	I prefer to make short notice work time schedule changes.	1	2	3	4	5
E4	I prefer to take time off during the workday for personal or family matters.	1	2	3	4	5
E5	I like to work compressed workweek some of the time.	1	2	3	4	5
E6	I like to work regular paid hours at home.	1	2	3	4	5
E7	I prefer to take a paid leave for care giving or other personal or family responsibilities (e.g., parental or elder care giving responsibilities) beyond that which is required by law.	1	2	3	4	5
E8	I prefer working half year at one department, and then half year at another department.	1	2	3	4	5
E9	I am to actively involved in each step of the decision-making process.	1	2	3	4	5
E10	I like job sharing with another person where both receive their “fair share” of compensation and benefits	1	2	3	4	5

Part F: For statement F1 to F10, evaluate by using the scale as stated below:

Strongly Disagree (SD)	Disagree (D)	Neither agree nor Disagree (N)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

NO	Job Satisfaction	SD	D	N	A	SA
F1	I am very happy and motivated to work with my colleagues at my organization.	1	2	3	4	5
F2	I feel that I am really doing something worthwhile in my job.	1	2	3	4	5
F3	Job Satisfaction factor motivates me to work harder at this organization.	1	2	3	4	5
F4	A Job satisfaction factor has contributed significantly to my productivity level.	1	2	3	4	5
F5	I will stay with my organization longer if I am satisfied with my job.	1	2	3	4	5
F6	My company does an excellent job of keeping employees informed about matters affecting us.	1	2	3	4	5
F7	I am satisfied with my job at the organization	1	2	3	4	5
F8	I feel encouraged to create new ideas and better ways of doing things.	1	2	3	4	5
F9	My job makes good use of my skills and abilities.	1	2	3	4	5
F10	My works gives me a feeling of personal accomplishment.	1	2	3	4	5

THANK YOU for the time you have spent completing this questionnaire.

END OF QUESTIONNAIRE